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Country programme document for Chad (2017-2021)

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I. Programme rationale

1. Chad remains among the poorest countries in the world, with a Human Development Index of 0.392 (185th of 188 countries[1]). The dominance of oil in the economy presents medium- to long-term risks if Chad does not manage the resulting inequalities while diversifying its economy. The non-oil gross domestic product growth is projected at 4 per cent per year over the medium to long term, driven by agriculture, commerce, and transportation.[2] The informal agricultural sector, however, continues to be the main source of national wealth,[3] and Chad has potential in products such as gum arabic, small crops and leather to offset dependence on the oil sector and increase diversification of production. Poverty is mainly concentrated in rural areas,[4] where 80 percent of Chadians live. There is high youth unemployment and under-employment (22 per cent and 35 per cent, respectively),[5] and low women's participation in the formal economy due to lack of skills and access to finance. Women mostly work in the informal sector, where they earn 61 percent of men's average incomes.[6] While good policies exist, implementation is incomplete due to weak accountability and management mechanisms to implement policies, strategies and programmes at all levels,[7] and to gaps in institutional memory and capacity resulting from frequent turnover in government.

2. Per capita income more than doubled between the start of oil production in 2003 and 2013.[8] The poverty rate fell from 55 per cent to 46.7 per cent[9] during this period, and access to education improved between 2004 and 2014 (with an increase in the gross rate of primary school enrolment), as did children's and women's health. Between 2005 and 2010 Chad navigated a series of internal conflicts which weakened the social cohesion among the Chadian people. The country has nevertheless made progress, holding peaceful elections in 2011, 2012 and 2016. The 2013 political agreement, the composition of the Independent National Electoral Commission and the national framework for political dialogue, as well as the biometric voter registration of over 6.2 million voters, are major advances. Nevertheless, Chad faces challenges that, if left unaddressed, will threaten further progress.

3. To address inequalities, Chad will need concerted attention to address the marginalization that women encounter in social, political and economic life.[10] Women are under-represented in parliament and government (15.3 percent and 9.8 percent, respectively). Moreover, 35 per cent of girls are married before the age of 15; 20 per cent of women are victims of physical violence; and 12 per cent are victims of sexual violence. Prevailing customs and low enforcement of existing laws and gender-sensitive policies, as well as lack of access to educational, economic, health and other resources, hinder development progress by preventing the full benefit of economic, political and social contributions to all Chadians.

4. Governance institutions face low public confidence. The 2015 Mo Ibrahim Index rates Chad as 32.8,[11] or 48th, out of 54 sub-Saharan African countries, with declining socio-economic and human development indicators. Considering the post-conflict context, prevention and management mechanisms for inter- and intra-community conflicts remain limited. While an encouraging political

[1] UNDP, Human Development Report, 2015

[2] IMF country report, 2016

[3] Over 50 per cent of gross domestic product since 2010, World Bank Institute, 2015

[4] 52.5 per cent versus 20.9 per cent in urban areas: National Development Plan (NDP), Chad, report 2013

[5] National development plan, Chad, 2012

[6] Second general census on population and housing, Institut national de la statistique, des études économiques et démographiques, 2009

[7] Country policy and institutional assessment 2013, World Bank

[8] International Monetary Fund survey: Chad Reaps Benefits of High Oil Prices, Oil-related projects, March 2014

[9] Troisième enquête sur la consommation des ménages et le secteur informel au Tchad (ECOSIT3), Institut national de la statistique et des études économiques, juin-juillet 2011

[10] Human Development Report 2015: Gender inequality index 0.707 in 2015

[11] African average is 50.1

dialogue is ongoing, there is weak participation of citizens and civil society in oversight and decision-making. The legislature is not playing a sufficiently vital role, proposing only 10 laws out of 154 from 2001 to 2011.[12] Local governance is weak, as only limited power and resources have been transferred to the decentralized territorial collectivities, which in turn have little capacity to manage them. The leading cause of death in Chad is malaria, accounting for 28.2 per cent of consultations at health centres and adversely affecting people's productivity and incomes.

5. Poor governance of natural resources is marked by deforestation,[13] over-farming, excessive livestock, and wildfires, rendering the country vulnerable to natural disasters.[14] Between 1980 and 2010, over 44 natural disasters struck the country, affecting about 5 million people and causing huge economic losses.[15] While the country has – and depends on – crude oil reserves, precious metals and stones (gold and diamonds), water, forests,[16] fish and wildlife[17] resources, human activity – combined with the effects of climate change – is threatening the environment. Domestic energy is based mainly on wood, resulting in deforestation, loss of biodiversity and species extinction. The Lake Chad region is the most affected: it has shrunk by 90 per cent between 1960 and 2016,[18] with enormous environmental, socio-economic and security effects. Rapid, unplanned urbanization continues in settings where essential basic and public services cannot keep pace, increasing household vulnerability.

6. Closely intertwined with the socio-economic, governance and environmental challenges is the fact that for the past decade Chad has been experiencing cross-border insecurity heightened by the rise of extremism in the Sahel-Saharan strip and the Lake Chad region, where Boko Haram attacks are destroying the Chadian economy, disrupting export of livestock and import of goods, negatively affecting people's livelihoods, and exacerbating the socio-economic inequalities of rural populations and youth. Lack of employment opportunities combined with primary school drop-out rates[19] for young girls and boys make them easy targets for recruitment by terrorist groups. The midterm review of the United Nations Development Assistance Framework recommended that the United Nations take the youth-employment-radicalization nexus into account in its next cycle. A joint United Nations framework is being developed to integrate humanitarian needs into development.

7. The previous programmes supported national development planning, good governance and human security. The 2014 mid-term review of the programme confirmed the strong national positioning of UNDP given its active participation in the formulation of various national development strategies. Areas such as environment, energy and human development achieved concrete results, with an improvement in access to microfinance, including by women. An evaluation on biodiversity initiatives found that while government ownership needs strengthening, the creation of anti-poaching village surveillance committees and other actions had a positive impact on beneficiaries and the environment.[20] The review highlighted UNDP relevance and its capacity to engage in political dialogue. Weaknesses cited included poor project management practices; weak reporting, monitoring and evaluation; and insufficient partnership outreach, which is targeted for management improvement.

8. UNDP has built a solid track record as the focal point for governance among development partners. Its expertise in parliamentary and electoral assistance resulted in its successfully managing the 2016 electoral process, and the European Union is willing to pursue this partnership. Also significant for social cohesion, the local peace committees resolved 150 inter- and intra-community conflicts between

[12] Annual report of the Chadian legislature, 2012

[13] The country has lost over 90 per cent of its forest cover since the 1970s

[14] According to the Index For Risk Management, Chad ranks 9th among countries with the highest risk (of 191 ranked countries)

[15] http://www.preventionweb.net/english/countries/statistics/?cid=34

[16] 23.5 million hectares of natural forests

[17] Chad country report, preparation for Rio+20, 2012

[18] UNEP/GRID-Arendal

[19] 2006-2013: 38.4 per cent primary completion rate, national MDGR, 2015

[20] Evaluation finale du projet Conservation et utilisation durable de la biodiversité dans le Moyen-Chari, 2015

2011 and 2015.[21] The review emphasized UNDP capacity development of new local officials in 10 communes, while highlighting the deeper need of local governments to plan and manage development resources. Following UNDP Global Fund interventions, the malaria mortality rate fell to 50.96 per cent between 2004 and 2015.[22] UNDP work with the justice sector to strengthen access to justice and train magistrates and judicial personnel complements other partners' interventions, such as those of the European Union and the United States of America.

II. Programme priorities and partnerships

9. In line with the five-year national development plan, the United Nations Development Assistance Framework, 2017–2021, and the humanitarian response plan, the overarching objective of this programme is to improve inclusive growth, governance, environmental sustainability, and human capital, breaking inequalities and strengthening resilience to natural disasters and protracted humanitarian vulnerabilities. The programme is premised on the understanding that strong, credible governance institutions that manage development and conflict successfully are the foundation for robust and inclusive economic progress, and that growth cannot be sustained without diversification of the economy and appropriate management of natural resources, including through extractive industries. The proposed pathways will support inclusive political dialogue, participatory governance institutions, and development planning processes (including equitable, accountable and effective delivery of anti-malarial services) – particularly at the local level – as well as inclusive growth, with a focus on access to finance, and value chain-related job creation, particularly for youth and women. As the population is highly dependent on natural resources, the emphasis will be on ensuring management and prevention of the largest environmental challenge – drought – and the disasters that ensue from this vulnerability, as well as protecting the dwindling biodiversity of the country. Since the environment and inclusive growth are linked to conflict prevention and citizen security, the programme will focus on building social cohesion and youth employment, participation and anti-radicalization, particularly in the Lake Chad region.

10. The strategy is dependent on interlinkages between the four pillars of the programme. UNDP will engage national and decentralized institutions in all pillars, albeit in a differentiated manner. In inclusive growth, UNDP will build national and local-level capacities to lead development policy and planning; in governance; UNDP will work at central and local levels to help legislative, electoral, and local government institutions better perform core functions for improved accountability, participation and representation, and to build frameworks and procedures for dialogue and engagement of civil society in development planning; in environment, UNDP will work with national and local institutions to sustainably prepare for and respond to floods and drought; and in human capital, UNDP will help build the functions and capacities of public administration and decentralized institutions to deliver improved basic services and respond to people's priorities. This approach will leverage the trust and knowledge built in decentralization, local governance, parliamentary development and electoral assistance during the previous programme, while placing new emphasis on natural resource management and extractives, civil society, participation in development planning, and service delivery.

11. The focus areas, aligned to the national development plan, led to several consultations with the Government and partners during the formulation and validation processes. In line with the new United Nations Development Assistance Framework, the programme approach will better integrate with the strategic planning of the Government and humanitarian partners to address fundamental development issues, including many root causes of vulnerability and humanitarian risks. UNDP will assist the Government in the mainstreaming, acceleration and policy support plan to link the sustainable development goals agenda, focusing on goals 1, 3, 5, 8, 10, 15 and 16.

[21] Rapport final du projet Prévention des Conflits par la stabilisation des communautés (2014)
[22] National blindness prevention programme, Ministry of Public Health, 2015

Pillar I. Inclusive growth and sustainable development

12. To complement support to development planning and build on lessons and experience from the previous programme, UNDP will seek to improve livelihoods and achieve structural transformation of productive capacities that are sustainable and employment-intensive. It will do so through economic diversification and value-chain development targeting women, youth and small rural producers in selected regions, using South-South exchanges. Partnering with the United Nations Capital Development Fund, UNDP will scale up the pilot work done on reorganization of the microfinance sector to promote inclusive finance for greater resilience. Support to producers' organizations will be through training and financial grants to promote access to inclusive financing and to new and renewable energy. Greater investment in the multifunctional platforms will strengthen local value chains. UNDP will support women's empowerment through multifunctional platform scale-up and access to new and renewable energy and micro-credit loans. The promotion of value chains will focus on transformation, storage, trade, and export of high-value agricultural, fishery and livestock products. UNDP will support the policy, legal and regulatory framework for the management of extractive industries and the use of revenue for national and local development planning. UNDP will support evidence-informed national strategies and partnerships to advance gender equality and women's empowerment, including the implementation of the national gender policy and the national strategy to fight gender-based violence. UNDP will support the finalization of the national policy on youth employment, including anti-radicalization.

13. UNDP will establish a partnership framework with a view to integrating new and emerging development partners. With the World Bank, the African Development Bank and the European Union, UNDP will support the implementation of the five-year plan, 2016-2020, particularly by mobilizing resources to finance it.

Pillar II. Participatory governance and social cohesion

14. The governance focus will be on strengthening institutions and processes for greater participation and oversight; ensuring strong legal frameworks for accountability; supporting the national dialogue; and promoting community conflict prevention and security, including through peace infrastructure and anti-extremism and radicalization efforts. Drawing, inter alia, on its partnership with the Inter-Parliamentary Union, UNDP will assist the parliament by working with select committees and the administration to fulfil their responsibilities, including to improve the transparency and inclusiveness of the legal and institutional framework for elections (especially women's participation). Work with the independent National Electoral Commission will seek to reinforce its ability to manage elections credibly and inclusively within a revitalized legal framework. Working with the Government, political actors, civil society, the Electoral Commission and the United Nations Regional Office for Central Africa, UNDP will support the revitalization of the national framework for political dialogue. In partnership with the Office of the High Commissioner for Human Rights (OHCHR), UNDP will support national reforms for access to justice, human rights and security services. UNDP will build civil society capacity to act as a legitimate interface in political and social dialogue, including on topics such as the electoral process; the promotion of gender and citizenship; and local development. The dynamic partnership UNDP has built in this sector will be maintained and developed with bilateral and multilateral actors.

15. UNDP will work with national institutions and local communities to prevent and address violent extremism and radicalization, including through greater participation. To enable the decentralized territorial councils to deliver high-quality public services, UNDP will deepen its support to the decentralization process, particularly the transfer of responsibilities to the territorial councils and partnership with the decentralized administration. This work will be linked to service delivery efforts under pillar IV, and will use South-South modalities including twinning of towns, Africities, Environnement et développement du tiers monde (ENDA), and Economie populaire urbaine

(ECOPOP).[23] With a view to supporting peacebuilding and social cohesion, the local peace committees in vulnerable areas will be reinforced by involving women, youth, local officials and religious leaders. UNDP will partner with schools and religious institutions to confront youth radicalization and support local authorities to set up employment incubators and promote entrepreneurship and socio-economic inclusion. This work will be closely tied to work under the inclusive growth pillar.

16. Local plans tied to the five-year plan in target 'hot-spot' areas (Lake Chad, Central African Republic border, the oil-producing and Eastern regions) will be implemented by exploring innovative opportunities for participatory financing, decentralized cooperation and contributions from the diaspora through the Transfer of Knowledge through Expatriate Nationals programme. The National Volunteer Programme launched in the previous cycle will be leveraged to mobilize youth through a joint approach with UNFPA, the United Nations Children's Fund (UNICEF), the United Nations Office on Drugs and Crime, and the Tokyo International Conference on African Development. Collaboration with the United Nations Peacebuilding Fund and donors, including the German Agency for International Cooperation and the European Union will be explored. Partnership around policy dialogues, security and strengthening the rule of law will be bolstered with technical and financial partners, the Lake Chad Basin Commission, the G-5 Sahel and other subregional organizations. The subregional border management and border communities project is a good example of South-South cooperation that will continue.

Pillar III. Environmental resilience and disaster risk reduction

17. Previous efforts protected biodiversity and helped the return of endangered species such as lycaon, hippotragus, lions and panthers. Revenues from grazing and multifunctional platforms facilitated the electrification of rural areas, diversification and transformation of agricultural products, and the empowerment of women. UNDP will build on this work to improve national and community capacities to ensure the conservation, sustainable use, access and benefit-sharing of natural resources, biodiversity and ecosystems. In collaboration with the European Union, the Food and Agriculture Organization and the United Nations Environment Programme (UNEP), and with support from the Global Environment Facility, the programme will improve natural resource ecosystems management, particularly in the Lake Chad basin. UNDP will support women's organizations in accessing adaptation funds.

18. The programme will support access to inclusive, sustainable local solutions to increase energy efficiency and modern energy access (especially off-grid sources of renewable energy). To promote clean energy in rural areas, UNDP, in partnership with UNEP and the European Union, will support the Government in implementing the national strategy on new and renewable energy. Geographic targeting will be carried out jointly with United Nations partners to transition towards development in target locations such as Sila, Lake Chad, Kanem, Chari-Baguirmi, BorkouEnnedi Tibesti, Mandoul and Moyen-Chari.[24]

19. The impact of climate change will be sustainably managed through contingency planning, working with national and regional entities, including selected urban and rural populations. UNDP will seek South-South cooperation and partnership with Green Climate Fund and the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries. To address the challenges of urban pressure, UNDP will promote energy-efficient materials, sustainable management of household waste, and tree planting. Implementation of the urban policy, with a focus on fragile areas, will be supported through joint action with UN-Habitat.

[23] ENDA/ECOPOP: http://endatiersmonde.org/instit/index.php/40-membres-du-reseau-enda/288-ecopop-economie-populaire-urbaine
[24] Consumption Survey and the Informal Sector, III, 2011

20. UNDP will continue to support the Government and partners through the United Nations disaster risk reduction working group, with support from the Capacity for Disaster Reduction Initiative. The implementation of the national disaster risk reduction action plan, 2015-2020, will be a priority.

Pillar IV. Human capital

21. In the United Nations Development Assistance Framework, human capital is cast in social protection terms. The central element will be to reduce the impact of malaria through delivery of high-quality health services and improved governance of the health system, with a view of achieving an additional reduction of 20 per cent in malaria morbidity and mortality and successfully completing 80 per cent of malaria control support interventions by the end of 2018. UNDP work on human capital will be linked to its decentralization and local governance support under pillar II, and will focus on building public administration capacity to deliver improved basic services and respond to community priorities.

III. Programme and risk management

22. This document outlines UNDP contributions to national results. It serves as the primary unit of accountability to the Executive Board for results alignment and resources allocated to the programme at the country level. Accountabilities of managers at country, regional and headquarters levels with respect to country programmes are prescribed in the internal policies and controls framework.

23. The programme will be nationally executed. National implementation will be the preferred modality for project implementation. Implementing partners will be selected with a view to building sustainability and based on comparative advantage and capacity assessments. By using Harmonized Cash Transfers principles, the risk of lacking implementation capacity will be mitigated. Direct implementation may be explored when necessary or maintained for ongoing and approved projects. Fast-track procedures can be adopted to provide timely response in crisis situations and efficiently respond to emerging demands for UNDP support. Instability in neighbouring countries and attacks by Boko Haram are major risks. National budgetary allocations will focus more on security, and less on other programmes. The programme will intensify its advocacy and the mobilization of alternative sources of funds and in-kind contributions through South-South cooperation, from traditional bilateral and multilateral partners as well as from thematic funds. This security threat could impede the mobilization and deployment of expertise in high-risk areas (Lake Chad, borders with the Central African Republic and Sudan); UNDP will partner with non-governmental organizations to mitigate that risk.

24. Nationally, oil prices will continue to drive economic growth forecasts as will international donors' availability of development funds for Chad. UNDP has developed a resource mobilization strategy that, while targeting traditional development partners, also reaches out to newer partners such as Brazil, Russia, India, China and South Africa, and Arab foundations. UNDP will update partners' databases; strengthen its communication and visibility; reinforce direct project costing; and update project pipelines. The Government of Chad will be asked to contribute to the implementation of the programme.

25. Any socio-political unrest could affect operations and security for staff. In addition to programme criticality and United Nations Department of Safety and Security assessments, the programme focus on promoting inclusive political dialogue and conflict prevention should lessen these risks. An inter-agency contingency plan will be updated and proactive communication on civic responsibility will be developed. The risk of natural disasters will be managed using the programme focus on disaster risk reduction and mitigation. Appropriate implementation modalities will be applied to address the frequent turnover in government counterparts noted during the previous programme.

26. UNDP will strengthen its internal capacity and establish a strong internal control framework. Support from the Regional Centre in Addis Ababa and the Regional Bureau for Africa, as well as headquarters-based departments, will be needed to oversee and support the implementation of the programme. UNDP plans a continuous monitoring strategy, particularly through annual reviews.

27. Gender mainstreaming will be ensured and national capacities in this area will be strengthened. All interventions will guarantee the promotion of human rights. Environmental impact assessments will be conducted and appropriate mitigation measures put into place.

28. Implementing partners will be chosen through systematic use of the Harmonized Approach to Cash Transfers. Quality assurance will involve compliance with norms and procedures for programme initiation, management and monitoring. The 2013 macro assessment, new tools, spot checks and audits will be systematically applied, sharing responsibilities for risk management with the Government and partners.

IV. Monitoring and evaluation

29. Monitoring and evaluation will be done in line with sustainable development goals targets and indicators, the United Nations Development Assistance Framework, and the monitoring and evaluation framework (2016-2020) of the Government, in collaboration with all in-country partners. Emphasis will be on supporting capacities for the National Institute of Statistics, Economic and Demographic Studies in planning, tracking and monitoring development results in the context of the goals and government priorities.

30. To complement the national information system, UNDP will conduct socio-economic studies on governance, sustainable development, eradication of extreme poverty and inequalities. Periodic reviews will be planned with the Government and will be combined with field visits to monitor the efficient use of resources and ensure the fulfilment of mutual responsibilities and transparency requirements.

31. UNDP will set aside 5 per cent of its programme budget to address gaps in baseline data and targets, and training staff and partners in monitoring and evaluation. UNDP will conduct independent evaluations in accordance with the institutional evaluation plan. The 'gender marker' will be used to monitor programme expenditures and improve planning and decision-making.

32. UNDP will regularly report to the Global Fund on results achieved, including cross-cutting areas and planned budget. The national malaria information system and the Malaria Indicators Survey will be the main tools to monitor programme interventions and provide information on the health impact of malaria control in Chad.

33. The Ministry of Planning will manage cooperation between UNDP and the Government. Together with sector ministries and institutions, it will coordinate annual planning, implementation, monitoring, evaluation and audits of the programme. The Ministry and UNDP will organize annual joint programme reviews.

Annex. Results and resources framework for Chad (2017-2021)

National priority or goal: Development of supply, production and opportunities for decent jobs (priority 1; sustainable development goals (SDGs) 1,2,5,7,8 and 10)				
United Nations Development Assistance Framework (UNDAF) outcome 1. ***By 2021, the State of Chad puts in place a national development policy generating inclusive growth and job creation opportunities, particularly for youth and women, including refugees.***				
Related strategic plan outcome: ***1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.***				
UNDAF outcome indicators, baselines and targets	**Data source and frequency of data collection, and responsibilities**	**Indicative country programme outputs**	**Major partners and partnership frameworks**	**Indicative resources by outcome (in $ thousands)**
Poverty rate (urban/rural/by age-group, sex) Baseline: 46.7%, target: 37.5% Under-employment rate among young people (formal and informal) (sex, age, vulnerable groups, areas) Baseline: 34%, target: 25% Proportion of youth (aged 15-24) not in education, employment or training (formal or informal), disaggregated by sector, subsector, sex, age and excluded groups Baseline: 80%, target: 85% Coverage of cost-efficient and sustainable energy, disaggregated by rural/urban (a) Percentage of population with connection to electricity (total) Baseline: 5%, target: 15% (b) Percentage of population with access to non-solid fuels (total) Baseline: 5%, target: 15%	Finance act and budget (annual) Consumption survey and the informal sector/Demographic and health survey, Institut national de la statistique des études économiques et démographiques (3-5 years) Surveys/NISEDS (5 years) Activity report (Ministry of Youth, National Office for Employment Promotion) (quarterly) Ministry of Regional Planning, Urbanism and Housing (annual) Activity report (Ministry of Youth, National Office for Employment Promotion),	**Output 1.1. Legal and institutional frameworks are in place for budgeting and management of extractive resources.** ***Indicator 1.1.1.*** Number of national and local strategic frameworks in the budgeting and management of extractives resources in which sustainable development goals are mainstreamed Baseline: 2; target: 17 ***Indicator 1.1.2.*** Percentage of partners reporting official development assistance to aid management platform Baseline: 50%Target: 100% ***Indicator 1.1.3.*** Number of proposals adopted to mitigate sector-specific corruption risks Baseline: 4; target: 7 **Output 1.2. Sustainable value chains are developed and create employment.** ***Indicator 1.2.1.*** Number of identified value chains analysed and developed Baseline: 1; target: 3 per year ***Indicator 1.2.2.*** Number of jobs created through analysed value chains Baseline: 950; target 19,000 **Output 1.3. National and decentralized institutions are able to achieve structural transformation and create better living conditions and sustainable employment.** ***Indicator 1.3.1.*** Number of full-time jobs created for women and men 15+ years old	**National and local institutions (NLIs):** Planning, advocacy, resources mobilization, monitoring and evaluation **United Nations system/World Bank/ IMF/AfDB/Global Fund:** Technical assistance, financing, advocacy **Donors:** European Union, France, Germany, Japan, Switzerland, United States **CSOs:** Surveillance/advocacy/ sensitization/information **South-South exchanges:** Benin, Burkina Faso, Cameroon, Côte d'Ivoire and Niger **Private sector:** Financing	**Regular:** $5,325 **Other:** $500

	(quarterly)	Baseline (women): 550; target: 1,550 Baseline (men): 400; target: 1,200 ***Indicator 1.3.2.*** Number of additional females and males benefiting from livelihoods interventions Baseline: 264,418; target: 514,418 for women Baseline: 789,131; target: 1,578,262 for men ***Indicator 1.3.3.*** Extent to which policies, systems and institutional measures are in place to generate and strengthen employment and livelihoods Baseline: 3; target: 4 ***Indicator 1.3.4.*** Number of people with access to financial services Baseline: 214,942; target: 1,00,00		
National priority or goal: Improved governance (SDGs 16 and 17)				
UNDAF outcome: ***By 2021, national and local institutions apply more best practices of inclusive governance, promoting democracy, rule of law, social cohesion, and equitable use of quality public services including for refugees.***				
Related strategic plan outcome: ***2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.***				
Election participation rate Baseline: 72%, target: 85% Rate of female parliamentarians Baseline: 15%, target: 30% Percentage of women elected at the local level (elected in 42 communes) Baseline: (14%), target: (30%) Level of satisfaction among users of the judicial system and for human rights Baseline: No date, target: 60% Number of competencies transferred to decentralized territorial councils by the Government (health, education) Baseline: 0, target: 13	Sub-Committee on Accreditation Report-NHRI (OHCHR) Annual – Parliament Judicial Statistical Yearbook (Ministry of Justice, annual) National Assembly Annual Activity Report (2017, 2018, 2019, 2020) Independent Electoral Commission Report Every 5 years Electoral Observation Missions Reports Every 5 years Survey on the perception of justice by citizens, European Union, 25/02/2015 Perception study on drivers of insecurity and violent extremism in the border	**Output 2.1. Governance institutions at the central and local level enabled to perform core functions for improved accountability, participation and representation.** ***Indicator 2.1.1.*** Extent to which the parliament improves its capacities for law-making, oversight and representation Baseline: 3; target: 4 ***Indicator 2.1.2.*** Extent to which the Independent National Electoral Commission manages electoral operations Baseline: 2; target: 3 ***Indicator 2.1.3.*** Number of registered voters Baseline: 6,250,000; target: 6,800,000 ***Indicator 2.1.4.*** Number of women participating as candidates in local and national elections Baseline: 187; target: 300 ***Indicator 2.1.5.*** Extend to which Chadians are confident in the justice and security systems Baseline: 1; target 3	**NLIs:** Sectoral ministries and agencies: coordination, planning, monitoring and evaluation **United Nations/European Union/ France/Japan/ Switzerland/ United States:** Technical assistance, financing, advocacy, partnership **CSOs:** Citizen surveillance and oversight, advocacy, sensitization, information, partnership	**Regular:** $7,842.5 **Other:** $12,800

	regions of the Sahel, UNDP, April 2016 UNDP joint human security report, 2016 Frequency: Annual Five-year national development plan, October 2016 Frequency: Annual Five-year national development plan, October 2016 Frequency: Annual	**Output 2.2. Frameworks and procedures for dialogue in place for effective and transparent engagement of civil society.** ***Indicator 2.2.1.*** Extent to which women, youth and excluded groups have strengthened capacity to engage in critical development- and crisis-related issues Baseline: 2; target: 4 ***Indicator 2.2.2.*** Extent to which women's and youth groups contribute to development Baseline: 2; target: 3 **Output 2.3. National institutions and communities enabled to prevent and address violent extremism and radicalization.** ***Indicator 2.3.1.*** Number of at-risk youth and vulnerable people with improved livelihoods Baseline: 0; target: 150 men, 150 women ***Indicator 2.3.2.*** Number of youth in 'hot-spot' areas[25] engaged through programming Baseline: 1; target: 300 ***Indicator 2.3.3.*** Number of new jobs created for young women and men in 'hot-spot' areas Baseline: 0; target: 750 for women, 750 for men		
National priority or goal: Protection of the environment and adaptation to climate change (SDGs 3, 4, 6, 12, 13, 14, 15)				
UNDAF outcome: ***By 2021, farms, fishing communities and small producers, notably youth and women, in targeted regions, use sustainable production systems that allow them to meet their needs, bring food to market and adopt a living environment that is more resilient to climate change and other environmental challenges.***				
Related strategic plan outcome: ***1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.***				
Penetration rate of microfinance institutions (MFIs) Baseline: 2%; target: 7% Percentage of households with access to renewable energy (according to sex of head of household)	Renewable Energy Development Agency reports (every 2 years, Agence nationale pour l'environnement et le développement des énergies renouvelables)	**Output 3.1. Capacities of national institutions and communities enabled to ensure conservation and management of natural resources in line with international conventions and national legislation.** ***Indicator 3.1.1:*** Extent to which policy, legal and institutional frameworks for conservation, sustainable use, and access and	**NLIs:** Sectoral ministries and agencies: coordination, planning, M&E **United Nations system/African Development Bank/Central African State Development Bank:** Technical assistance, financing, synergies,	**Regular:** $7,130.5 **Other:** $25,000

[25] Lake Chad, border with Central African Republic and Eastern Chad

Baseline: 2%; target: 10% Number of existing protected areas Baseline: 3 parks and 7 wildlife reserves Target: 5 parks and 10 wildlife reserves Mortality rate from natural hazards Baseline: 0,01%; target: 0% Economic loss from natural hazards (e g , geo-physical and climate-induced hazards) as a proportion of GDP Baseline: 37,000/year Target: 7,400/year	National strategy to promote new and renewable energy (every 3 to 5 years, Ministry of Energy) National Adaptation Plan document (annual, AGRHYMET Regional Centre) National Development Plan (annual, Ministry of Planning) Chad Habitat country programme document (every 2 years, Ministry of Housing and UN-Habitat) ORSEC Plan (annual, Ministry of Territorial Administration: Direction de la Protection Civile)	benefit sharing of natural resources, biodiversity and ecosystems are in place Baseline: 2; target:4 ***Indicator 3.1.2.*** Extent to which capacities to implement national and local plans for Integrated Water Resources Management have improved Baseline: 3; target : 4 ***Indicator 3.1.3.*** Number people benefiting from improved livelihoods through natural resource management Baseline: 2,000; Target: 12,000 (40% are Women) ***Indicator 3.1.4.*** Number of new jobs created through management of natural resources Baseline: 1,005; target: 5,025 (40 % are women) **Output 3.2. Inclusive and sustainable solutions adopted to achieve energy efficiency and universal modern energy access (especially off-grid sources of renewable energy) for specific needs of women and men.** ***Indicator 3.2.1.*** Number of new partnerships with funding in targeted underserved communities Baseline: 4; target 7 ***Indicator 3.2.2.*** Percentage of women-headed households benefitting from improved energy access Baseline: 2%; target: 5% **Output 3.3. National/local institutions and target populations in urban and rural areas enabled to sustainably manage floods and drought.** ***Indicator 3.3.1.*** Proportion of population in flood and drought risk areas covered by national and regional contingency plans Baseline: 15%; target: 45% ***Indicator 3.3.2.*** Proportion of households having access to decent housing Baseline: 28%; target: 38% **Output 3.4: The institutional, legal and strategic frameworks (national and sub-national) for disaster risk reduction (DRR) are operational and include women's specific needs.**	advocacy **CSOs:** Surveillance and oversight, advocacy, sensitization, information **Private sector:** Financing MFI professional associations, Islamic Development Bank, technical and financial partners Green Climate Fund	

	United Nations Contingency Plan, 2016 (annual) and ORSEC Plan (annual) United Nations Contingency Plan, 2016 (annual)	***Indicator 3.4.1.*** Number of national and regional plans that are gender responsive and address disaster and or climate risk Baseline 3, target 5 ***Indicator 3.4.2.*** Extent to which gender is mainstreamed in the national action plan, the DRR strategy and mechanism for multi-stakeholder coordination Baseline Inadequate, target High		
National priority or goal: Human capital improvement (SDGs 2, 3, 10, 17)				
UNDAF outcome: ***By 2021, the most vulnerable communities, including women, teenagers and children under 5 years and refugees in targeted areas, use high-quality integrated health, nutrition, HIV and malaria prevention and care services.***				
Related strategic plan outcome: ***3. Countries have strengthened institutions to progressively deliver universal access to basic services.***				
L	Sector/multiple indicator cluster survey (3 to 5 years) Surveys/NISEDS National Malaria country programme reports National health information system Half-yearly National malaria country programme reports HACT evaluation, Ministry of Local Governance Administration, annual	**Output 4.1. Population has increased access to preventive and treatment services for malaria.** ***Indicator 4.1.1.*** Total estimated malaria cases having received frontline anti-malarial treatment in public health facilities Baseline 959,582, target 1,449,154 ***Indicator 4.1.2.*** Percentage of women who have received at least 3 doses of intermittent preventive treatment Baseline No data, target 45% ***Indicator 4.1.3.*** Number of insecticide-treated nets distributed to individuals during the mass distribution campaign Baseline 3867,131, target 4,976,390 **Output 4.2. National institutions, systems, laws and policies enabled for equitable, accountable and effective delivery of malaria and related services.** ***Indicator 4.2.1.*** Proportion suspected case of malaria submitted to parasitological testing in public sector health institutions Baseline 75%, target 90% **Output 4.3. Capacity of public administration at national and decentralized levels enabled to deliver improved basic services and respond to community's priorities.** ***Indicator 4.3.1.*** Level of capacity of subnational governments/administrations for planning and budgeting delivery	Ministry of Public Health, National malaria country programme, UNICEF	**Regular** $340 **Other:** **Global Fund** $23,567,563

		of basic services Baseline: 1; target: 3 ***Indicator 4.3.2.*** Level of capacity of subnational governments/administrations for monitoring delivery of basic services Baseline: Partial; target: comprehensive		